



Holistic Impact Initiative

STRATEGIC PLAN

2025-2029



GUIDING PRINCIPLES

Mission

Empowering vulnerable communities by ensuring equitable access to quality health services, education and nutrition while promoting environmental stewardship and building resilience to climate change through sustainable development projects

Vision

To be the hope of Vulnerable communities in Kenya and beyond

Core Values

Compassion, Equity, Sustainability, Innovation and Empowerment

Governance and Management:

Our Organization is governed by a dedicated board of directors with diverse expertise in livelihood, climate change, healthcare, and community development. We have a robust management structure to ensure transparency and accountability in all our operations.

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FOREWARD

The Holistic Impact Initiative (HII) was founded with a clear mission: to empower vulnerable communities by ensuring equitable access to quality health services, education, and nutrition, while promoting environmental stewardship and building resilience to climate change through sustainable development projects. As we embark on the next phase of our journey, this strategic plan serves as a roadmap for the next five years, from 2025 to 2029.

This strategic plan builds on our solid foundation and highlights the external and internal trends shaping our work. Through a comprehensive SWOT analysis, we identified our strengths, weaknesses, opportunities, and threats, which have guided the formulation of our strategic goals and objectives. These goals aim to position HII as a leading force in community development, ensuring that we continue to meet the evolving needs of the populations we serve.

Over the past few years, HII has undergone a remarkable transformation, both in structure and approach. Our professionalization has allowed us to respond more effectively to global challenges, including the recent economic downturn. This progress has strengthened our capacity to address the complex issues facing vulnerable communities, enabling us to achieve tangible, lasting impacts.

As we look ahead, this strategic plan will serve as a guiding framework, aligning our efforts and resources to achieve our mission more efficiently. It is not only a tool for internal direction but also an invitation to our stakeholders—partners, donors, and communities—to join us in our mission. Together, we can drive lasting change, improve lives, and create resilient communities capable of facing the challenges of the future.

The next five years are critical for HII's continued success. With clear goals, strong leadership, and a shared commitment to our mission, we are confident that we will achieve even greater milestones in our quest to empower and uplift vulnerable communities.

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Definition of Concepts and Terminologies

- Mission** : What we intend to do in order to achieve the Vision
- Vision** : Our picture of the future; what we want to accomplish in the future
- Core Values** : Principles and philosophy at the center of our organization (What we believe in)
- Strategy** : How we intend to accomplish our Vision; an approach, or "game plan"
- Perspectives** : Different views of our organization; performance dimensions; what performance lenses we use to evaluate results
- Strategic Themes** : The organization's "Pillars of Excellence", used to focus staff effort on accomplishing the vision
- Strategic Results** : Desired outcome for the main focus areas of LBDA
- Strategic Objectives** : The continuous improvement activities that must be performed to get results
- Strategy Map** : A broader picture of how we create value that demonstrates the cause-effect relationships among the objectives that make up our strategy
- Performance Measures & Targets** : Indicators of performance, which show how successful we were or how successful we will be in future
- Strategic Initiatives** : High impact projects designed to significantly influence the organization's strategic performance.
- Carrying capacity** : The maximum population size of a biological species that can be sustained by that specific environment
- Economy** : An area of the production, distribution and trade, as well as consumption of goods and services

BOARD OF DIRECTORS

CHAIRMAN



Wycliff Omondi Odera, MA, PMP.

Wycliff is a highly accomplished program and grants management specialist with extensive experience in humanitarian and development contexts. He excels in program design, implementation, participatory monitoring, and evaluation, showcasing exceptional planning and organizational skills. Wycliff has expertise in financial management, budgeting, work plan development, and capacity assessments. His ability to build partnerships with private and government sectors enhances program success. He is skilled in managing sub-awards, grants, and engaging communities through outreach. Proficient in interpreting and disseminating program data, Wycliff ensures informed decision-making and continuous improvement, strengthening local and international organizations through collaborative program management.

SECRETARY



Eng. Vincent Ogembo, Ph.D., PMP

Dr. Ogembo is a highly qualified professional with extensive expertise in hydro-climatic science, water resources engineering, and climate change. He has significant leadership experience, having served in senior management and research roles. Vincent demonstrates strong capabilities in planning, strategy, and implementation, particularly in water engineering and climate-related projects in Development Organizations. His background includes managing complex programs, driving impactful research, and delivering innovative solutions in water and environmental sectors. Vincent is also an experienced educator and has contributed to knowledge development and capacity building in various learning institutions. His professionalism reflects excellence in leadership, research, and technical expertise.

TREASURER



Olivia Atieno Nyaidho, MA.

Olivia is a dedicated food security and social protection development professional with over 16 years of experience advancing integrated social justice programs. She excels in program planning, governance, budgeting, risk management, and stakeholder communication. Olivia has held managerial and supervisory roles, demonstrating expertise in leading and coordinating projects focused on agricultural development and community mobilization. Her ability to engage diverse stakeholders and deliver impactful results has significantly contributed to improving livelihoods and enhancing community resilience. Olivia's strong leadership, strategic planning, and organizational skills make her an invaluable asset in driving sustainable development and fostering positive change.

DIRECTOR - RESOURCE MOBILIZATION



Collins Otieno Odhiambo, Ph.D., PMD Pro.

Dr. Odhiambo is a highly skilled professional specializing in medical virology, laboratory systems strengthening, and program implementation. He has extensive experience leading initiatives focused on laboratory capacity development, collaborative partnerships, and community-based laboratory practices. Collins excels in managing cross-functional teams, overseeing large-scale projects, and driving innovations in laboratory systems. His expertise includes implementation science, research, and capacity-building strategies to improve public health outcomes. He is adept at program design, monitoring, and evaluation, ensuring effective project delivery. Collins has also contributed significantly to knowledge dissemination through editorial roles, advancing laboratory science and strengthening health systems across diverse contexts.

DIRECTOR - PROGRAM COORDINATION



Simeon Otieno Oluoch

Simeon is a self-motivated and dedicated Human Resource professional with over 15 years of experience in management and administration. He has a proven track record in leadership, team collaboration, and communication. Simeon has successfully managed teams, fostering organizational growth and operational efficiency. He excels in human resource management, business operations, and training, showcasing strong problem-solving and interpersonal skills. Simeon's expertise spans talent acquisition, performance management, and employee relations. His ability to lead teams, mentor staff, and implement effective HR strategies has contributed to the success of multiple organizations, demonstrating his professionalism, adaptability, and commitment to achieving results.

EXECUTIVE SUMMARY

The Holistic Impact Initiative Organization is a non-profit entity dedicated to uplifting vulnerable communities by addressing key areas of health, education, nutrition, and environmental sustainability. We operate with a core mission to empower individuals and communities, ensuring that marginalized populations have access to quality health services, education, and nutrition—critical pillars of human development. Our organization recognizes the interconnectedness of these fundamental needs with environmental sustainability and resilience. As such, we are equally committed to promoting environmental stewardship by integrating climate change adaptation strategies into all our initiatives.

Our objectives are grounded on three key pillars: Health Services; We aim to provide underserved communities with access to quality healthcare, addressing both preventive and curative health needs. Through strategic partnerships and innovative programs, we focus on reducing health disparities and promoting well-being for all, particularly in remote and underprivileged regions: Education and Nutrition; We believe that education and adequate nutrition are fundamental to breaking the cycle of poverty. Our initiatives focus on providing access to education for children and adults alike, while ensuring that nutritional support is available to foster physical and cognitive development: Environmental Stewardship and Climate Resilience; Recognizing the growing impact of climate change, we emphasize environmental sustainability and resilience-building. Through projects aimed at promoting sustainable development practices, reforestation, clean energy, and conservation, we strive to ensure that communities are better equipped to face environmental challenges.

Our approach is holistic, integrating social, economic, and environmental factors to create sustainable solutions that address the root causes of vulnerability. By focusing on empowering individuals, we build capacity within communities, enabling them to take charge of their own development and future. Collaboration with local stakeholders, governments, and international partners ensures that our projects are sustainable, impactful, and scalable. The budget for the strategic period to implement the strategic objectives is **\$8,450,000**.

CHAPTER 1: INTRODUCTION

The Holistic Impact Initiative Organization is committed to empowering vulnerable communities by ensuring equitable access to essential services and fostering sustainable development. This strategic plan outlines our vision, mission, and objectives for the next five years, focusing on key areas such as healthcare, education, nutrition, environmental stewardship, and climate resilience in Kenya and beyond.

Kenya, a nation celebrated for its vibrant landscapes, diverse cultures, and economic potential, faces significant challenges that render many of its citizens vulnerable in critical areas such as health, education, climate change impacts, and livelihoods. These interconnected issues are a stark reality for millions, particularly those in marginalized and rural communities. Addressing these vulnerabilities requires urgent and coordinated intervention from NGOs, leveraging a rights-based approach to alleviate suffering and build resilience.

Health Challenges and Limited Access to Services

Kenya's healthcare system has seen improvements over the years, yet a significant portion of the population continues to face inadequate access to essential health services. Rural communities are particularly disadvantaged, with insufficient healthcare facilities, a shortage of medical personnel, and poor infrastructure compounding their struggles. Diseases such as malaria, HIV/AIDS, tuberculosis, and more recently, non-communicable diseases like diabetes and hypertension, remain prevalent. Compounding this is the alarming state of maternal and child health, where high rates of maternal mortality and child malnutrition persist, especially in arid and semi-arid regions. The COVID-19 pandemic further exposed systemic weaknesses in healthcare delivery, stretching already limited resources and disrupting access to essential services. This situation underscores the need for targeted interventions to improve health systems, ensure equitable access, and enhance preventive care.

Education Inequalities and Barriers

Education is a cornerstone of development, yet many children in Kenya face barriers to accessing quality learning opportunities. Despite strides in achieving near-universal primary education under free primary education initiatives, challenges remain. Enrollment rates drop sharply at secondary and tertiary levels, particularly for girls, due to early marriages, gender-based violence, and poverty. Schools in marginalized areas often lack basic amenities such as clean water, electricity, and learning materials. Additionally, teacher shortages and high student-to-teacher ratios hinder effective instruction. The disruption of education caused by the pandemic highlighted these disparities, with children in underprivileged areas struggling to adapt to remote learning due to lack of internet and digital devices. Bridging these gaps is essential to empower future generations and break the cycle of poverty.

Climate Change Effects on Livelihoods

Kenya's economy is deeply intertwined with its natural environment, making it particularly susceptible to the impacts of climate change. The country frequently experiences erratic weather patterns, prolonged droughts, and devastating floods that disrupt agriculture, the mainstay of livelihoods for over 70% of Kenyans. Farmers are grappling with reduced crop yields, loss of livestock, and declining water availability. Coastal communities face the threat of rising sea levels and saline intrusion, while urban areas contend with heat stress and unplanned settlements vulnerable to flooding. Climate-related disasters exacerbate food insecurity, push households into poverty, and trigger displacement. The lack of adaptive capacity and resilience mechanisms, especially in vulnerable regions, demands urgent intervention to promote sustainable practices and mitigate climate risks.

Struggling Livelihoods Amid Economic Pressures

Kenya's economic growth has been uneven, leaving many citizens without stable and secure livelihoods. Rural areas are particularly affected, with subsistence farming often yielding insufficient income to meet basic needs. Urban areas, though offering more opportunities, face high unemployment rates, especially among the youth, leading to increased vulnerability and social unrest. Informal employment, which constitutes a significant portion of the workforce, offers limited social protection, leaving workers exposed to shocks such as illness, inflation, or economic downturns. The gender gap in employment further exacerbates inequalities, as women, despite being key contributors to the economy, often earn less and have limited access to resources and decision-making opportunities.

The Need for NGO Intervention

The multifaceted vulnerabilities facing Kenya's population demand a comprehensive and coordinated response that integrates health, education, climate resilience, and livelihood support. NGOs are uniquely positioned to fill critical gaps, providing targeted support to marginalized communities and advocating for systemic change. By adopting an integrated approach, NGOs can strengthen healthcare systems, promote equitable access to quality education, support climate adaptation measures, and enhance livelihood opportunities. Such interventions not only alleviate immediate suffering but also empower communities to thrive sustainably, fostering long-term resilience in the face of adversity.

In conclusion, the challenges Kenya faces are complex but not insurmountable. A robust presence of Holistic Impact Initiative Organization, committed to holistic and rights-based development, is pivotal in transforming the lives of the vulnerable and building a future where every Kenyan has the opportunity to flourish. Through partnerships with communities, government, and other stakeholders, NGOs can catalyze meaningful change and help bridge the gap between Kenya's potential and its current realities.

ORGANIZATIONAL STRUCTURE

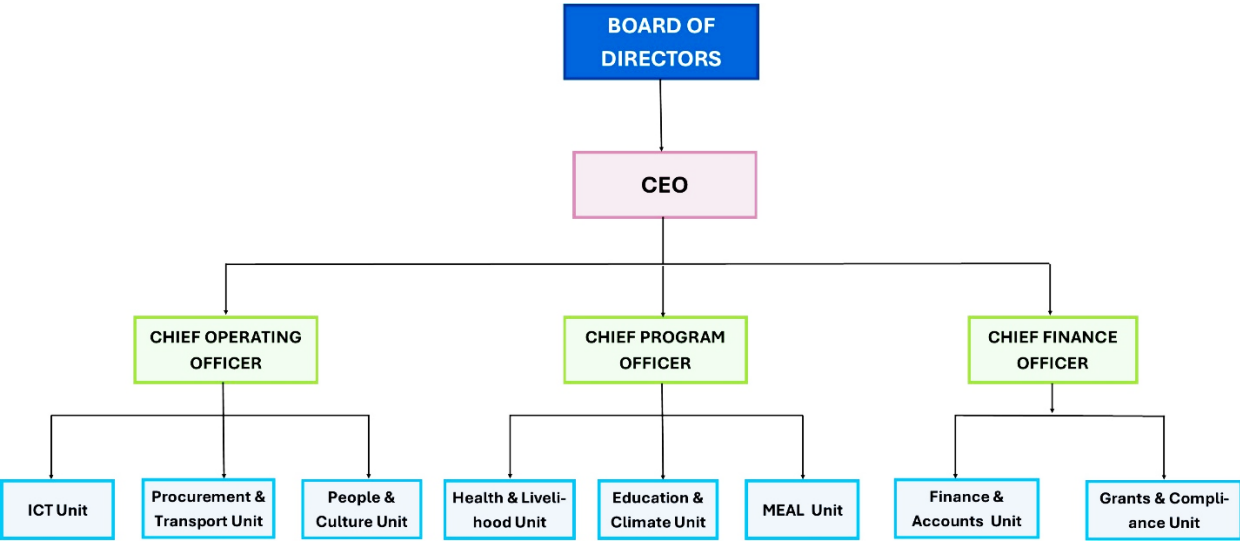


Figure 1.0: Organizational Organogram

CHAPTER 2: SITUATIONAL & STAKEHOLDERS ANALYSIS

SWOT Analysis

The SWOT analysis for Holistic Impact Initiative (HII) identifies internal and external factors that could influence the organization's ability to achieve its mission of empowering vulnerable communities.

Table 2.1: SWOT – Strengths, Weaknesses, Opportunities, Threats

STRENGTHS	
Strength	Strategic Implication
Strong Mission and Vision	HII's focus on empowering vulnerable communities by ensuring equitable access to health services, education, nutrition, and environmental stewardship gives it a clear and impactful direction that resonates with both local and international stakeholders.
Experienced and Passionate Team	HII boasts a skilled, passionate, and dedicated team with expertise in community development, healthcare, education, and environmental sustainability.
Collaborations and Partnerships	HII has established valuable partnerships with government agencies, NGOs, international donors, and local community leaders. These collaborations enhance the organization's reach, resources, and ability to execute large-scale projects.
WEAKNESSES	
Weakness	Strategic Implication
Dependence on External Funding	A significant portion of HII's funding comes from international donors and government grants, making it vulnerable to shifts in donor priorities, economic downturns, and changes in funding landscapes.

Geographical Reach	HII's operations are still relatively concentrated in specific regions, limiting its ability to address the needs of all vulnerable communities across Kenya. Expanding to other regions could pose logistical and financial challenges.
OPPORTUNITIES	
Opportunity	Strategic Implication
Growing Demand for Sustainable Development	With increasing awareness around environmental issues, climate change, and sustainable development, HII has an opportunity to expand its environmental stewardship initiatives and help communities build resilience to climate impacts.
Government and Global Agenda Alignment	The Kenyan government's focus on sustainable development (through the Big Four Agenda) and global commitments like the UN Sustainable Development Goals (SDGs) align with HII's mission, creating potential for more government and international support.
Technology Integration	The rise of digital technologies such as mobile health (mHealth), e-learning, and digital financial services presents an opportunity for HII to scale its impact and reach remote or underserved communities more effectively.
Expanding Partnerships	There are opportunities to forge new partnerships with both local and international organizations, including businesses, academic institutions, and other NGOs. These collaborations could provide more resources, expertise, and opportunities for program expansion.
Private Sector Involvement	Increasing interest in corporate social responsibility (CSR) and public-private partnerships offers an opportunity for HII to engage the private sector in funding or supporting its projects, leading to enhanced

	community impact and sustainability.
THREATS	
Threat	Strategic Implication
Political Instability	Political instability in Kenya, especially around election periods, may disrupt operations, affect funding streams, and create logistical challenges for program implementation in certain areas
Economic Downturn	Economic crises, such as recessions or inflation, could reduce funding from donors and impact local communities' access to basic services, increasing vulnerability and potentially making HII's work more challenging.
Competition for Funding	As more NGOs and development organizations compete for limited donor funding, HII may face challenges in securing the necessary financial resources to sustain and expand its programs, especially as donor priorities shift.
Cultural and Social Barriers	Cultural norms, resistance to change, and community-level barriers (such as gender inequality and traditional practices) can hinder the effectiveness of HII's interventions, requiring thoughtful approaches to community engagement and program design.

PESTEL Analysis

The PESTEL analysis in this context examines the Political, Economic, Social, Technological, Environmental, and Legal factors that may influence an organization's strategy and operations. For the Holistic Impact Initiative (HII) operating in Kenya, the following PESTEL analysis highlights key factors impacting its ability to achieve its mission:

Table 2.2: Pestel Analysis

1. Political	
	<p>Political Factors:</p> <ul style="list-style-type: none"> • Government Support for Development Projects: The Kenyan government is increasingly focused on improving the lives of vulnerable communities, especially through the Big Four Agenda (affordable housing, universal healthcare, manufacturing, and food security). HII can benefit from alignment with national development priorities and public-private partnerships. • Political Stability: Kenya has experienced a mix of political stability and periodic instability. Political shifts and elections may affect policy, funding, and the continuity of development projects. • Corruption and Governance: Corruption remains an ongoing challenge in Kenya, potentially affecting resource distribution and project implementation. HII must be vigilant and transparent in its operations.
2. Economic	
	<p>Economic Factors:</p> <ul style="list-style-type: none"> • Economic Growth and Development: Kenya's economy has seen steady growth, but it faces challenges such as high unemployment, inequality, and inflation. These issues can affect the purchasing power of vulnerable populations and HII's ability to fund its projects. • Funding and Donor Support: International donors and development partners are critical to funding HII's initiatives. Economic downturns or shifts in global priorities could reduce external funding. • Economic Inequality: High levels of income inequality create a large gap between affluent and vulnerable populations. This demographic division presents both a challenge and an opportunity for HII's targeted interventions.
3. Social	
	<p>Social Factors:</p> <ul style="list-style-type: none"> • Demographics: Kenya has a young and growing population, with a

	<p>significant portion living in rural areas. HII's focus on vulnerable communities aligns well with the needs of these groups.</p> <ul style="list-style-type: none"> • Health and Education Needs: There are substantial gaps in access to quality healthcare and education. The demand for health services, nutrition, and education continues to grow, presenting opportunities for HII's programs. • Cultural Barriers: Cultural factors such as traditional practices, gender inequality, and community norms can affect the success of social programs. HII needs to ensure that its projects are culturally sensitive and inclusive.
<h4>4. Technological</h4>	
	<p>Technological Factors:</p> <ul style="list-style-type: none"> • Technology Adoption: Kenya has made significant strides in mobile technology and digital infrastructure, especially with the success of mobile money platforms like M-Pesa. This presents opportunities for HII to leverage technology for project delivery, financial inclusion, and communication. • Healthcare and Education Innovations: Advances in telemedicine, e-learning, and other technological tools can enhance HII's ability to deliver services remotely and efficiently, particularly in hard-to-reach areas. • Data Collection and Monitoring: Technology enables better data collection, monitoring, and impact evaluation. HII can use these tools to assess the effectiveness of its programs and make data-driven decisions.
<h4>5. Environmental</h4>	
	<p>Environmental Factors:</p> <ul style="list-style-type: none"> • Climate Change: Kenya is vulnerable to climate change, with impacts such as droughts, floods, and shifting agricultural patterns. HII's work in building resilience and promoting environmental sustainability directly aligns with these challenges. • Natural Resource Management: Sustainable management of water, land, and natural resources is critical for community livelihoods. HII's environmental initiatives can support climate adaptation and resilience-

	<p>building.</p> <ul style="list-style-type: none"> • Environmental Conservation: HII's role in promoting environmental stewardship aligns with Kenya's focus on sustainable development. However, challenges such as deforestation, land degradation, and biodiversity loss require constant attention and action.
6. Legal	
	<p>Legal Factors:</p> <ul style="list-style-type: none"> • Regulations and Compliance: HII must comply with Kenyan laws governing non-governmental organizations (NGOs), taxation, and labor. The regulatory environment for NGOs is evolving, and staying informed of new laws is crucial for compliance and smooth operations. • Labor Laws: Labor regulations in Kenya affect employment practices within the organization, particularly around issues of fair wages, gender equality, and workers' rights. • Intellectual Property and Data Privacy Laws: With increased use of technology and data collection, HII must adhere to Kenya's data privacy regulations and ensure the protection of personal information.

STAKEHOLDER ANALYSIS

The stakeholder analysis identify and understand the needs, interests, and influence of various stakeholders involved in or affected by the work of an organization. For Holistic Impact Initiative (HII), this analysis outlines key stakeholders, their roles, and strategies for engaging them effectively to ensure the success of HII's projects.

S/N	Stakeholder	Influence
1	HII Board, Management and Staff	High – Their ability to execute programs and manage resources directly impacts the success of HII.
2	Volunteers	Moderate - Volunteers contribute significantly to program success but are less involved in decision-making.
3	Donors and Funders	High – Funding decisions and donor relationships

		are crucial for program sustainability.
4	Government Agencies	High – Government policies can significantly impact the success and scope of HII’s projects.
5	Local Communities and Beneficiaries	High – Successful community engagement is essential for the effective delivery of projects.
6	NGOs and Development Partners	Moderate to High – Partnerships with other organizations can enhance HII’s reach, impact, and credibility.
7	Private Sector and Corporate Partners	Moderate – Corporate involvement can provide essential resources and technical expertise, especially for large-scale projects.
8	Media (Mainstream and Social)	High – The media plays a role in shaping public perception and generating support for HII.
9	Academic Institutions	Moderate – Research and academic partnerships can help validate HII’s approaches and provide a strong evidence base for program scaling.

Key Engagement Strategies with Stakeholders

- **Regular Communication:** Maintain transparent communication channels with all stakeholders, including newsletters, reports, and meetings.
- **Collaboration and Partnership:** Foster long-term relationships with key partners, including government agencies, donors, and local communities, through shared goals and mutual benefits.
- **Involvement in Decision-Making:** Include local communities in decision-making processes, ensuring that their needs and voices are considered in program design and implementation.
- **Monitoring and Feedback:** Establish monitoring systems and feedback loops to ensure that stakeholder expectations are being met, and lessons are learned throughout program cycles.

CHAPTER 3: STRATEGIC ISSUES, GOALS, STRATEGIC OBJECTIVES, STRATEGIES AND KEY RESULT AREAS

Strategic Issues

Strategic issues refer to key challenges and opportunities that HII must address to achieve its mission and vision. These issues highlight the organization's current and future priorities and the critical factors that influence its ability to fulfill its mandate.

Key Strategic Issues:

- **Limited Access to Quality Health Services:** A significant proportion of vulnerable communities in HII's target areas have limited access to affordable, quality healthcare services.
- **Educational Inequities:** Many communities face challenges in accessing quality education, leading to lower literacy rates and fewer opportunities for economic advancement.
- **Environmental Degradation:** Climate change, deforestation, and poor agricultural practices threaten the sustainability of natural resources and exacerbate food insecurity.
- **Funding Sustainability:** Reliance on external funding sources poses challenges in sustaining programs over the long term, with fluctuating donor priorities and global economic uncertainties.
- **Community Engagement and Empowerment:** Ensuring active community participation in the design and implementation of programs to achieve long-term impact.
- **Organizational Capacity Enhancement:** Strengthening efficiency, adaptability, and sustainability by improving structures, resources, leadership, and skills to achieve strategic goals.

2. Strategic Goals

Strategic goals define broad, long-term outcomes that HII seeks to achieve. These goals guide the overall direction of the organization and align with its mission to empower vulnerable communities.

Key Strategic Goals:

Goal 1: Improve Access to Quality Health Services

Goal 2: Enhance Educational and Training Opportunities for Vulnerable Communities

Goal 3: Promote Environmental Sustainability and Resilience to Climate Change

Goal 4: Ensure Financial Sustainability and Effective Resource Management

Goal 5: Foster Community Empowerment and Participation

3. Key Result Areas (KRAs)

Key Result Areas (KRAs) define the specific areas where HII will focus its efforts to achieve the strategic goals. They outline the tangible outcomes or outputs that need to be achieved.

Key Result Areas:

- KRA 1: Health Services Improvement
- KRA 2: Education Access and Quality
- KRA 3: Environmental Sustainability
- KRA 4: Financial Sustainability
- KRA 5: Community Engagement and Capacity Building

4. Strategic Objectives and Strategies

Strategic objectives are specific, measurable actions HII will take to achieve its strategic goals. Strategies are the plans or approaches HII will use to achieve these objectives.

Table 3.1: Goal, Strategic Objective, Strategies

Goal	Objective	Strategies
Goal 1: Improve Access to Quality Health Services	Improve healthcare services in underserved areas	Strategy 1: Strengthen referrals and promote self testing. Strategy 2: Establish mobile health clinics to reach remote communities.
	Promote preventive healthcare and health education	Strategy 1: Conduct health awareness campaigns, education and training in communities. Strategy 2: Collaborate with local health authorities to promote vaccination and maternal and child health services.
Goal 2: Enhance Educational and Training Opportunities for Communities	Provide access to quality education and learning resources	Strategy 1: Support renovation of schools in rural areas, focusing on infrastructure and learning materials. Strategy 2: Provide access to scholarships or financial aids and basic amenities including school feeding, uniforms, sanitary towels, desks, books, among others to vulnerable students.
	Promote vocational training to the youths	Strategy 1: Establish vocational programs and vocational training centers. Strategy 2: Partner with local businesses to offer apprenticeships and job skills training.
Goal 3: Promote Environmental Sustainability and Resilience to Climate Change	Objective 3.1 Implement sustainable agriculture and land management practices.	Strategy 3.1.1: Provide farmers with training in sustainable farming techniques and access to climate-resilient farming practices. Strategy 3.1.2: Promote agroforestry, soil conservation, and agro-ecology farming practices.
	Objective 3.2: Increase climate change	Strategy 3.2.1: Promote early warning

	adaptation and disaster resilience	systems and disaster response plans. Strategy 3.2.2: Organize community awareness programs on climate change and disaster preparedness.
Goal 4: Ensure Organizational Sustainability and Effective Resource Management	Objective 4.1: Diversify funding sources and improve financial management	Strategy 4.1.1: Engage with development actors like donors, social enterprises or partnerships with the private sector. Strategy 4.1.2: Implement financial management systems that track spending and donor funds and conduct regular audits and ensure accountability in all financial activities.
	Objective 4.2: Enhance Organizational Capacity	Strategy 4.2.1: Conduct regular organizational capacity assessment and implement targeted improvement plan.
Goal 5: Foster Community Empowerment and Participation in their development issues.	Objective 5.1: Increase community involvement in decision-making processes	Strategy 5.1.1: Establish community advisory boards or committees for project oversight. Strategy 5.1.2: Organize community dialogues and participatory planning workshops.
	Objective 5.2: Strengthen local leadership capacity-building efforts	Strategy 5.2.1: Train local leaders and community members in leadership and management skills. Strategy 5.2.2: Provide technical and financial support to community-driven initiatives.

CHAPTER 4: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

The resource requirements and mobilization strategies are essential for achieving the goals and objectives of the **Holistic Impact Initiative (HII)** over the five-year period (2025-2029). These resources include both financial and non-financial inputs such as human resources, infrastructure, and partnerships.

Table 4.1: The Budget

Key Result Area	Resource Requirements	Strategy	Budget for FY2025 (USD)	Budget for FY2026 (USD)	Budget for FY2027 (USD)	Budget for FY2028 (USD)	Budget for FY2029 (USD)	% of Total Budget
KRA 1: Health Services Improvement	Human Resources: Health professionals (doctors, nurses, community health workers), trainers for health education, project managers. Infrastructure: Healthcare facilities (construction, renovation, equipment), mobile health clinics. Materials: Medical supplies (medications, vaccines), health education materials (brochures, posters).	Strategy 1.1: Build and equip health centers -Budget: \$2,000,000	400,000	400,000	400,000	400,000	400,000	32%
		Strategy 1.2: Establish mobile health clinics -Budget: \$500,000	100,000	100,000	100,000	100,000	100,000	
		Strategy 1.3: Health education campaigns -Budget: \$200,000	40,000	40,000	40,000	40,000	40,000	
KRA 2: Education Access and Quality	Human Resources: Teachers, trainers for adult education programs, project managers. Infrastructure: School construction and renovation,	Strategy 2.1: Build or renovate schools -Budget: \$1,500,000	300,000	300,000	300,000	300,000	300,000	28%
		Strategy 2.2: Provide scholarships and educational support -Budget:	100,000	100,000	100,000	100,000	100,000	

	classroom materials (desks, chairs, books). Technology: Learning software, online resources for education.	\$500,000. Strategy 2.3: Vocational training and adult education -Budget: \$400,000	80,000	80,000	80,000	80,000	80,000	
KRA 3: Environmental Sustainability and Resilience to Climate Change	Human Resources: Environmental experts, climate change adaptation specialists, trainers. Infrastructure: Land for environmental restoration, tools for sustainable agriculture. Materials: Seeds, soil conservation tools, educational materials for climate change awareness.	Strategy 3.1: Sustainable agriculture programs -Budget: \$600,000 Strategy 3.2: Reforestation and land restoration -Budget: \$400,000 Strategy 3.3: Climate change awareness and adaptation -Budget: \$250,000	120,000 80,000 50,000	120,000 80,000 50,000	120,000 80,000 50,000	120,000 80,000 50,000	120,000 80,000 50,000	15%
KRA 4: Financial Sustainability	Human Resources: Fundraising experts, grant writers, financial planners. Infrastructure: Financial management systems, tools for donor relations. Materials: Marketing and outreach materials for fundraising, donor reporting tools.	Strategy 4.1: Diversify funding sources -Budget: \$500,000 Strategy 4.2: Establish social enterprises -Budget: \$800,000 Strategy 4.3: Partnerships with private sector -Budget: \$400,000	100,000 160,000 80,000	100,000 160,000 80,000	100,000 160,000 80,000	100,000 160,000 80,000	100,000 160,000 80,000	20%
KRA 5: Community Engagement and Capacity Building	Human Resources: Community mobilizers, local leaders, trainers.	Strategy 5.1: Increase community involvement in decision-	60,000	60,000	60,000	60,000	60,000	7%

	Infrastructure: Community centers, training materials, meeting spaces. Materials: Community engagement tools (surveys, workshops), leadership development materials.	making -Budget: \$300,000 Strategy 5.2: Capacity building for local leaders -Budget: \$250,000	50,000	50,000	50,000	50,000	50,000	
Total Budget		\$8,450,000	1,690,000	1,690,000	1,690,000	1,690,000	1,690,000	100%

Key Resource Mobilization Tactics

1. **Grant Funding:** Seek funding from international organizations such as USAID, the European Union, and the World Bank.
2. **Partnerships and CSR:** Build partnerships with the private sector, foundations, and other NGOs to secure financial and in-kind support.
3. **Crowdfunding:** Engage the community through online platforms like GoFundMe or Kickstarter to raise funds for specific projects.
4. **Government Funding:** Advocate for government support through relevant ministries for health, education, and environmental initiatives.
5. **Social Enterprises:** Develop and manage social enterprise ventures that can generate revenue while benefiting the community.
6. **Donor Events and Campaigns:** Organize events, galas, and campaigns to engage existing and potential donors.
7. **Local Fundraising:** Organize local fundraising events, including charity runs, auctions, and community events to raise awareness and funds.

CHAPTER 5: MONITORING, EVALUATION AND LEARNING FRAMEWORK

A comprehensive **Monitoring, Evaluation, and Reporting (MER) Framework** is vital for tracking the progress of the **Holistic Impact Initiative (HII)** strategic plan. This framework ensures that the organization's goals and objectives are being achieved effectively and efficiently. It involves continuous oversight, regular assessments, and systematic reporting.

1. Monitoring Framework

Monitoring is a continuous process of data collection and analysis, providing real-time insights into the progress of HII's activities and objectives. It helps identify challenges early and enables timely corrective actions.

Key Components:

- **Indicators:** Clear, measurable indicators for each strategy and objective.
 - **Example:** For "Improving health services," the indicator might be "Number of healthcare facilities built" or "Percentage increase in access to healthcare services in targeted regions."
- **Baseline Data:** Establishing the starting point for each indicator at the beginning of the strategic period (2025).
 - **Example:** Baseline for health services might be 70% access, aiming for 90% by 2029.
- **Data Collection Methods:** Regular surveys, project reports, field visits, stakeholder interviews, and administrative data (such as health service usage and school attendance).
- **Frequency of Monitoring:** Monthly for financial progress, quarterly for operational updates, and annually for strategic review meetings.

Responsibility for Monitoring:

- **Program Managers:** Oversee day-to-day monitoring of activities and resources.
- **Monitoring Officer:** Collects, analyzes, and reports data, ensuring the alignment of activities with strategic objectives.

2. Evaluation Framework

Evaluation assesses the effectiveness, impact, and outcomes of the strategies implemented by HII. It determines the extent to which HII's strategies have achieved the desired outcomes and what improvements are needed.

Types of Evaluation:

- **Formative Evaluation (Mid-term evaluation):** Conducted in the second year (2027) to assess the progress of the strategic plan, effectiveness of implementation strategies, and suggest mid-course adjustments.
 - **Focus Areas:** Relevance, efficiency, early impact, and lessons learned.
- **Summative Evaluation (End of Strategy Period):** Conducted in 2029 to evaluate the overall success of the strategic plan.
 - **Focus Areas:** Outcomes and impact, sustainability, and replicability of programs.

Evaluation Methods:

- **Surveys & Questionnaires:** Collect feedback from beneficiaries, community leaders, and stakeholders.
- **Impact Assessments:** Measure pre- and post-intervention indicators (e.g., health service utilization rates, school attendance).
- **Focus Group Discussions (FGDs):** Engage key beneficiaries to provide qualitative insights into program success and challenges.

3. Reporting Framework

The reporting process ensures transparency and accountability, providing stakeholders with clear insights into the achievements, challenges, and financial status of HII.

Types of Reports:

- **Internal Reports:**
 - **Monthly/Quarterly Reports:** Program Managers submit updates on activity progress, challenges, resource use, and budget performance.

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- **Annual Progress Report:** A comprehensive review of the year's activities, including key achievements, setbacks, lessons learned, and budget status.
 - **External Reports:**
 - **Donor Reports:** Reports tailored to donors outlining the financial allocation and impact of funding, submitted quarterly or annually.
 - **Impact Report (End of Year/End of Strategy Period):** Detailed evaluation of HII's achievements toward its strategic goals, impact on communities, and future directions.
 - **Annual General Meeting (AGM) Reports:** A detailed summary of all activities, financial reports, and an open forum for discussion with stakeholders.

Report Content:

- **Executive Summary:** Key findings, progress, challenges, and financial summary.
- **Detailed Analysis:** Breakdown of key indicators, goals achieved, areas of improvement, and impact analysis.
- **Financial Overview:** Budget performance, including allocation of resources and financial health.
- **Recommendations:** Suggestions for future strategic directions and course corrections.

Stakeholder Engagement in Reporting:

- **Stakeholder Involvement:** Share progress with key stakeholders (community leaders, donors, partners, etc.) through reports and meetings.
- **Transparency:** All reports will be publicly accessible through the HII website or at stakeholder meetings.

The **MER Framework** provides a structured approach for HII to monitor its activities, evaluate its impact, and report on progress effectively. With consistent monitoring, thorough evaluations, and transparent reporting, HII will be able to assess its progress toward achieving its goals and adjust strategies as needed to ensure long-term success.

Risk Analysis and Mitigation Measures

Successful implementation of the 2025 – 2029 strategic plan may be affected by certain factors that should be considered as risks. Such uncertainties have been identified and will be subjected to periodical monitoring and analysis on the effectiveness of the identified mitigations.

Table 5.1: Risk Analysis and Mitigation Measures

Risk Factor	Risk Identified	Level of Risk (High, Medium, Low)	Mitigation
Weather	<ul style="list-style-type: none"> • Low productivity 	Medium	<ul style="list-style-type: none"> • Mainstream climate resilient projects and programs
Operational	<ul style="list-style-type: none"> • Slow Strategic Plan implementation 	Low	<ul style="list-style-type: none"> • Align Organizational activities with SP • Create awareness on the SP
Financial	<ul style="list-style-type: none"> • Inadequate Funding • Imprudent utilization of funds 	Medium	<ul style="list-style-type: none"> • Align utilization of funds to the approved budget and workplans • Organize resource mobilization initiatives to complement disbursements from the exchequer
Technological	<ul style="list-style-type: none"> • IT security • Slow adjustment 	Medium	<ul style="list-style-type: none"> • Periodically build capacity of employees for effective adoption of technology
Human Resource	<ul style="list-style-type: none"> • Demoralized/demotivated 	Medium	<ul style="list-style-type: none"> • Mainstream a performance management system to facilitate recognition
Legal	<ul style="list-style-type: none"> • Loss of court cases 	Medium	<ul style="list-style-type: none"> • Minimize conflict with employees and other stakeholders
Compliance with statutory requirements	<ul style="list-style-type: none"> • Timely implementation 	Medium	<ul style="list-style-type: none"> • Periodical compliance audits